



Strategic Plan

Game On, 2060 - Strategic Plan for the
City of Round Rock, Texas

Game On, 2060 Strategic Plan for the City of Round Rock, Texas

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The Plan in Brief

The Vision: Round Rock will be the City of Choice for entrepreneurs, business leaders, researchers, educators and members of the various creative professions who want to combine professional accomplishment and achievement with a culturally rich, socially diverse and family-friendly lifestyle. At the same time it will offer opportunities for personal growth, safety, and well being for all its residents.

How will the Vision be achieved?

First, through consistent and sustained practice of the following three principles:

Principle One: Diversification. The City will seek to diversify its economy including diverse economic sectors and a range of employment, provide a range of transport options, and ensure there is a diversity of housing choices, a diversity of cultural and recreational options, and a diversity of educational opportunities.

Principle Two: Provide Seven Experiences. Every resident, visitor or business will experience the following:

- A distinctive sense of place
- Opportunity
- Easy access to the City
- A safe and secure community
- Personalized services leading to confidence and trust in City government
- Enrichment and fun
- Personal and professional growth

Principle Three: Relationships. The City will seek to develop and maintain a broad range of relationships with the private sector, with neighborhoods and civic groups, with neighboring governments and with professional associations as a means to develop partnerships, identify opportunities and leverage resources.

Second, through implementation of seven strategic initiatives:

- Distinctive community character and environment
- A vital and growing economy
- An accessible city: mobility and connectivity
- A safe, secure and healthy community
- High value governance
- Recreation and culture
- Attract and develop talent and human capital

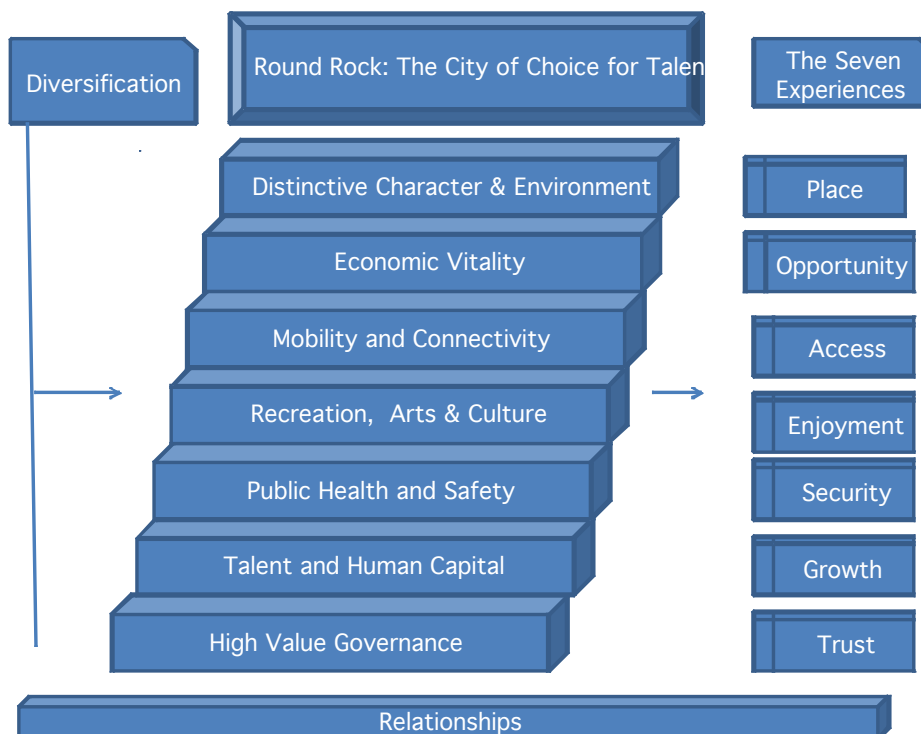
The Plan: A Narrative

Fifty years ago, Round Rock was a small Texas town with an agricultural-based economy. Little had changed since its founding in the late 1800s. Then Round Rock began its first transition as residents of Austin moved in to take advantage of the quality schools and affordable housing. This event shifted Round Rock to a bedroom community. However, a second transformation would rapidly occur with the arrival of the computer industry. Round Rock was soon home to many firms associated with the computer sector, the most famous of which is Dell. With the arrival of these firms, Round Rock shifted from a bedroom community to a suburban city and began to develop in a classic suburban pattern of distinctive residential and commercial areas connected by automobiles.

Today Round Rock is facing another transformation; three in fact. One emerging transformation is caused by the fact that parts of Round Rock are aging and approaching the point where redevelopment will occur and transform those areas. The second is that over the next 50 years, the City will grow from 100,000 persons to around 300,000 persons. This population growth will change Round Rock from a suburban-oriented city with some features of city life to a complete city with a broad variety of lifestyle choices and the full range of city features. The third is a transition to a more sustainable City, designed to be more energy efficient with less impact on the environment, and built on the diverse economic engines that are now emerging.

This Strategic Plan outlines strategies to manage each of these three transitions in a way that enhances the quality of life in the City and the economic vitality of the City.

The Plan in Visual Form



The Plan in Three Parts

Part One: The Strategic Direction

This first section describes the strategic direction for the City. A summary vision statement is provided which communicates in brief the end result the City is seeking, via this plan. The Strategic Plan is based on three key ideas: diversification, experience and relationships. These are discussed in this section. Finally, a more detailed positioning statement is provided which develops in greater detail the position the City will seek to hold in the future.

2060 Vision: The City of Choice for the Talent that will Shape the Future

Round Rock will be the City of Choice for entrepreneurs, business leaders, researchers, educators and members of the various creative professions who want to combine professional accomplishment and achievement with a culturally rich, recreationally and socially diverse lifestyle.

The Key Strategic Principles: Diversification, Experience and Relationships

To achieve this vision, Round Rock will pursue three key strategic principles or ideas: Diversification, Quality Experiences and Relationships. It will seek to diversify its economy, provide a diversity of transport options, and ensure there is a diversity of housing choices, a diversity of cultural and recreational options, and a diversity of educational opportunities. It will seek to ensure that residents, visitors and businesses experience a welcoming community, a safe community, a City that retains the key elements of a small town, a community of both pride in the past and supportive of future opportunity, a community where diverse cultures, social groups, and ethnic groups are welcomed and engaged in the civic life; a city with a “game-on” attitude and spirit that helps make it happen for the betterment of the entire community. Finally, it will seek to build all the relationships needed to achieve this vision beginning with its own residents and businesses and expanding to the other stakeholders whose participation and support is needed.

Positioning Statement: Round Rock in 2060

The next 50 years will re-shape Round Rock. If Round Rock in the year 2060 is home to 300,000 persons as projected, that number alone will re-shape the City. But it is not simply the number that is important. It is the persons who comprise that number who will truly re-shape the community. Whether the 2060 number is 300,000 or 275,000 is relatively meaningless. Whether the City has entrepreneurs, researchers, skilled and creative professionals and technicians, educators, corporate executives and civic leaders is the critical issue. The question before the City is: What does it need to do and become to develop, to keep, and to attract the talent needed to succeed in the global marketplace?

Make no mistake; the City is in a competition for talent. Place has always mattered in economies. The quality of the soil, the access to waterways, and the access to natural materials has shaped which communities grew and prospered. In the information economy, in the experience economy, in the emerging biological and nano-technology economies, place still matters. But it matters in a new way. What matters now is working and interacting with like-minded colleagues, access to the networks and technologies I need to do my work, access to quality schools for my children, me and my family feeling safe, having a range of recreation and entertainment options available of interest to me and my family, a climate of innovation and creativity, and something happening here I want to be part of.

Please note how these criteria are phrased. They are all phrased from the perspective of the individual or family and the quality of their work/life experience. The community can do a number of things to keep or attract businesses to the City and ensure future vibrancy of the City. The most significant is to provide a community that has people with the skills and capabilities that the economic engines of the future need.

What type of community is this? What features must be kept, fostered or developed if Round Rock in 2060, as well as in 2014, is to be a viable and preferred community?

- First, Round Rock must remain a business-friendly community, and even beyond business-friendly, to attract those businesses that will truly create new sources of wealth. As a community, it must encourage and support the incubation and growth of newly created businesses, the retention and expansion of existing businesses, and provide a talent pool and business sites that will attract outside businesses that want to relocate or expand.
- Second, the City must remain focused on the experience of quality in community life. One of the factors which distinguishes communities that people want to live in from those less attractive is the amenities, the “feel,” the opportunities people have. Round Rock must remain a comparatively safe community. It must expand arts, culture and recreational options for all ages. It must protect its natural areas. It must support the quality and scope of educational opportunity. It must remain a community that one can move about relatively easily and one in which there are options other than the automobile for that movement.
- Third, it must have distinguishing physical characteristics and places that keep it from feeling like “Anytown, USA.” Protecting historic areas and buildings, optimizing natural areas like Brushy Creek, building iconic structures, and developing a variety of entertainment venues all serve to distinguish Round Rock and provide that sense of place so critical in the competition for talent.
- Fourth, and this may seem an oxymoron, the community must design a town that even at a population of 300,000 has a small-town feel. Clearly its residents value the feel of a small town. Such a feel can be kept by fostering neighborhoods, creating walkways and trails that allow for personal movement, supporting the development of festivals and other community events, and creating a downtown that people are drawn to. Small-town feel has many meanings of course, but one clearly valued by Round Rock residents is that it feels personal. A particular challenge for City government is to ensure it remains person-focused and not become a faceless bureaucracy as the City grows.
- Fifth, it is a community in tune with its residents’ values. There is growing public concern about environmental protection, conservation of natural resources and sustainable practices. The talent and businesses that the City wants to attract place a premium on education. The creative persons, who businesses will need, value active recreational options, arts and culture experiences, tolerant communities that respect individual privacy, and opportunities for professional growth. Finally, the City wants people who value the community and are willing to invest in its future. One way this can be achieved is by providing a community in which multi-generations can live and one is willing to make investments on behalf of one’s children and grandchildren. A second way is to provide such a high quality experience that people are willing to invest in the community in order to continue and enrich that experience.
- Sixth, and finally, the City must provide a tax efficient, high value government. The public sector is the venue by which the community makes investments and provides the services that help create the community people want. To ensure the City offers a competitive level of public amenities, services and infrastructure, it must remain tax efficient by providing very high value public services the public is willing to support.

All of these characteristics must occur in the physical space that the City occupies. However, it is unrealistic to expect that the City will not change physically over the next 50 years. What physical form could the future Round Rock take? Below are some images and possibilities residents and business members of the community have identified. All of these are possible, given the right mix of private sector investment and public sector support through infrastructure, regulation and incentive.

- Begin on the southern edge of the City at IH35 and SH45, where Dell is located and many other businesses are found. Today, at least 9,000 to 12,000 jobs exist within a mile of that interchange, making it the third most dense employment center in the region. If a rail connection to the Austin-Leander commuter rail is made, and if the City allows and encourages higher business density and mixed-use development, this area could significantly grow in the number and variety of jobs. Just as a population of 300,000 is projected with proper planning and transportation infrastructure, the IH35/SH45 area could host a job population of 25,000 to 30,000 jobs by 2060, as well as an area of higher density, urban type housing and increased entertainment, restaurants and retail uses that increase the quality of life.

- Via both roadway and potential rail line, the City can connect a significantly expanded sports and recreation complex at Dell Diamond to IH35/SH45. This would serve both residents and visitors and ensure Dell Diamond remains a key component of the tourism and economic development strategy of attracting and introducing new people and businesses to Round Rock.
- Road and possible rail connections between IH35/SH45, Dell Diamond and the Higher Education Center/Health Care Complexes would create two significant opportunities for the City. One will be to allow movement of residents for work between the Higher Education Center/Health Care Complexes, and a possible Avery Centre research park, with the IH35/SH45 complex. This connection will link two major employment centers. The second major opportunity is that the Higher Education Complex and Research Park will not only be linked to IH35/SH45 but to the University of Texas at Austin. Designed properly, these connections offer the opportunity of a research corridor of significant scope.
- IH35/SH45 and the Higher Education Center/Health Care Complexes offer space for significant business growth, hopefully in the corporate and health care/bio-science areas. These are critical to the future well-being of the City but are insufficient by themselves. Other features will need to develop or be redeveloped if the City is to succeed in developing, attracting and keeping talent.
 - o One of these features is a downtown/arts and culture district that offers a distinctive experience that cannot be replicated in other commercial and retail areas. Revitalizing downtown, protecting our historic resources there, redeveloping parts of the Flat into higher density mixed-use housing, and creating one or more shopping streets for locally owned retail, galleries and restaurants, can create the distinctive experience we will need to be competitive. If properly redeveloped, this area could open up Brushy Creek to greater uses, provide public space for community events and be one of the communities' gathering places that help maintain a small-town feel.
 - o A second feature is a natural area system that allows residents and visitors the opportunity to experience the City from a non-automotive standpoint, such as walking or biking. Combined with a superior park system, the City can ensure that one's recreational options in Round Rock match or exceed that of any City this size.
- The IH35 Corridor is likely to remain a major destination retail corridor. The City simply needs to support its continued viability as the marketplace changes. It can remain a destination sports market if the City remains competitive in facilities and experiences beyond the sporting events themselves.
- For the City to attract the range of talent it will need, it must offer a range of housing types. While single-family residences will continue to be a strong presence in the City, higher density housing along with mixed-use housing, particularly along transit corridors, should be allowed and encouraged in designated locations. Such housing provides options to those who no longer want a yard or who prefer a more urban lifestyle.
- Just as it must offer a range of housing types, so must it offer a range of transportation options. While one can fully expect many, if not most, residents will prefer private automobiles, others may prefer forms of mass transit options for convenience, financial, health or safety reasons. The intent is to provide City residents, businesses and visitors with a variety of ways through which they can move about the City in a timely and convenient manner.
- In addition to transportation infrastructure, the City requires other forms of infrastructure to be competitive. It has to supply adequate and affordable water and treat wastewater. It must have an information infrastructure capable of supporting the needs of its businesses and desires of its residents. While these infrastructures are mostly invisible, they are critical and must not be overlooked as the City envisions its future.

Creating this future will take years of work and years of investment. While the price tag will be high, the payoff will be higher in terms of jobs, community well-being, and creating a community where the children and grandchildren of today's residents can live, learn, work and play. It will require numerous partnerships between the public and private sector, as well as among public entities.

Part Two: Strategies, the Seven Experiences

To achieve the vision articulated above, the City will pursue seven strategies to ensure its residents, visitors and businesses have an experience of Round Rock that is positive, memorable, fosters a sense of ownership and pride, and leads to the willingness to further participate in, contribute to and invest in the City. These strategies, in alphabetical order, are:

Community Character and Environment: The experience of place. This strategy seeks to ensure the residents, visitors and businesses of Round Rock experience Round Rock as a distinctive place from two perspectives: its natural environment and its built environment. The City is a distinctive place in its appearance and how people show their care for their community. It is a distinctive place psychologically and culturally in terms of its “game-on” spirit, its welcoming attitude, its small-town feel, its values for hard work and community contribution and the cultural experiences it offers.

Economic Vitality: The experience of opportunity. This strategy focuses on diversification, exports, entrepreneurship and emerging technologies. The City seeks to diversify its economy so as to further recession-proof itself and provide a range of professional opportunities and job choices for its residents. It seeks to foster businesses that create significant sales outside the City into the global marketplace and support entrepreneurs who can create these businesses. Finally, it seeks to leverage its current and emerging technology expertise to ensure Round Rock is a participant in those new “technology” industries that create significant new wealth.

High Value Government: The experience of personal response, trust and confidence. This strategy concentrates on the provision of public services in a manner that ensures recipients have a positive experience of each transaction and believe they receive good value for their tax payment or fee. As such experiences occur, public trust and confidence in City Government remains high or increases, enabling City Government to provide effective leadership in the investments and plans needed to support a quality community today and tomorrow.

Mobility and Connectivity: The experience of access. This strategy focuses on the movement of people, goods and information. The City seeks to develop both a road system and public transportation options so people and goods can move about the City and into the broader region without undue delay. The City will support and encourage the development of an information infrastructure that will allow businesses and residents to collaborate and compete globally. All of these actions are intended to result in a City that is highly accessible to its users.

Public Health and Safety: The experience of fundamental security. The City will seek to ensure a continued level of public safety through innovation and use of state-of-the-art technology in emergency preparedness, law enforcement, fire and emergency medical services, and the provision of clean water and proper management of waste.

Recreation and Culture: The experience of enrichment and pleasure. This strategy seeks to ensure there is both a scope and diversity of recreational, arts, and cultural opportunities that will keep and attract the talent pool needed to build the Round Rock of 2060.

Talent and Human Capital: The experience of growth and professional development. This strategy recognizes and builds on three realities. One, learning is lifelong. To succeed, one can never stop learning. Two, the knowledge economy will dominate the next 50 years. In the knowledge economy human capital is the most important form of capital. Third, the character of any community is determined by the people who populate it. If Round Rock is to be economically competitive and prosperous, it must be attractive to a culturally diverse range of people with the talent to make it so.

Part Three: Themes and Strategic Initiatives

The following section describes in greater detail the results and goals that will be pursued for each of the above seven initiatives. Four key themes have emerged out of these strategies that encompass the City's strategic vision, as illustrated in the graphic below. Each bubble represents a strategic theme area; the correlating strategic initiatives are listed below each bubble.



Theme: PLACES AND SPACES**Community Character and Environment Strategic Initiative****Purpose of this Strategic Initiative**

The purpose of this strategic initiative is to ensure that residents, visitors or businesses experience Round Rock as a distinctive, memorable and pleasurable place. The initiative seeks to maintain, protect, sustain and enhance the distinctive characteristics and features of the City, either built or natural. Its scope also includes maintenance of the psychological/emotional experience of the City, often described as “the feel of the City,” as one of a personal, friendly community. This strategic initiative is built on the recognition that now and in the future toward 2060 the City is in three transitions. One transition is from a City of primarily new development to a City concentrating on redevelopment and retrofitting issues. The second is from a suburban community to a mid-size city. The third is a transition to a more sustainable City. Recognizing all of the above, this initiative seeks to develop the City in a sustainable manner that optimizes use of existing resources and generates opportunities for future generations.

2060 Desired Results

- The City has established a distinctive community character based on architecture, experiences, history and opportunities.
- The natural areas and features of the City have been protected and maintained.
- The City has a high level of development standards resulting in an aesthetically pleasing community.
- The City has maintained the values and best attributes of a small town as it has grown.
- All neighborhoods in the City are safe and well maintained.
- A full range of quality services, entertainment, educational and cultural experiences and opportunities are available in the City.
- There are a wide range of transportation options including public transportation, walking and biking.
- Historic buildings and places have been preserved.
- The City is an environmentally friendly, sustainable community.
- The City is a diverse community welcoming and using the talents of all who work and live here.

Highest Priority Goals

1.0 Provide a range of employment, housing and lifestyle choices attractive to a diverse range of young professionals, students and empty nesters, as well as families.

Objectives for this goal include working with the private sector to encourage housing diversity and supporting economic development efforts that would diversify the economy.

2.0 Prevent neighborhood deterioration.

This goal would be achieved through cross-department efforts designed to ensure neighborhood safety, improvement of infrastructure, new maintenance codes, enhanced code enforcement and neighborhood involvement.

4.0 Improve the aesthetics, development and redevelopment quality, and sustainability of the City.

This goal would be achieved by developing aesthetic and quality guidelines and policies, instituting a number of cost-beneficial sustainability practices, provision of non-monetary incentives, protection of historic or distinctive features and preservation of natural features.

Priority Goals

3.0 Create a range of walking and biking options within the City.

This goal would be achieved through improvements in subdivision design, construction of walking and biking paths, encouragement of office facilities that would provide showers and improved signage. This goal also focuses on planning, land acquisition, and construction of a bicycle and pedestrian system.

5.0 Preserve the historic buildings, structures and places of the City.

This goal would be achieved by creating a historic preservation strategy and inventory, developing incentive and assistance programs, providing educational programs and supporting private development of a museum and history society.

6.0 Protect and preserve the natural areas of the City to include parks, floodplains and open spaces.

This goal would be achieved by developing plans and ordinances to preserve natural areas, selected land acquisition and developing appropriate site plan regulations.

7.0 Develop an environmentally friendly, sustainable community.

This goal would be achieved by adopting proven best practices, examining building codes, promoting energy-efficient practices, examining incentive options for retro-fitting for improved energy efficiency and examination of ROI for investments.

Theme: PLACES AND SPACES**Mobility and Connectivity Strategic Initiative****Purpose of this Initiative**

The purpose of this strategic initiative is to ensure that the City is accessible. Accessibility means there is choice in how one can move about the City. Accessibility means roadways are not unreasonably congested to the point where people are reluctant to use them. Accessibility means persons with physical challenges can readily move about the City. Accessibility means that one can connect electronically with others in Round Rock or elsewhere in the world. In sum, this initiative should ensure the mobility and connectivity options of the City promote quality of life, economic development and public safety. It should achieve this end by improving all forms of connectivity including roads, bike/ped, public transportation, rail and electronic (data/telecom) through planning and policy choices, partnerships, dedicated funding and targeted construction so that quality of life, economic opportunity and public safety are enhanced.

2060 Vision: Desired Results to be Achieved

- The transportation systems we have are sustainable from an operational, maintenance and financial perspective.
- The City's street system will allow reasonable movement and ready access to the destinations within the City.
- Residents and visitors will have alternative choices for transportation including public transportation options, pedestrian/biking options and personal vehicle.
- The businesses, residents and visitors have a variety of options to connect with regional transportation systems.
- The neighborhoods, business and other features of the City are connected by sidewalks and trails.
- Optimization of the City's infrastructure.
- There is access to the Internet everywhere in the City, provided either by the private or public sector or some combination.

Highest Priority Goal

21.0 Identify and plan for future connectivity and mobility needs and options.

This goal will be achieved via a variety of analysis and planning projects, Right of Way acquisition and pursuit of several funding sources including public-private partnerships all of which will serve to connect key activity points in the City.

Priority Goals

22.0 Foster transportation systems that would support the development of major density centers.

This goal will be achieved via a variety of analysis and planning projects, revisions of regulations to support major density centers, and support of economic development activities that would generate business densities.

25.0 Develop funding source mechanisms for mobility and connectivity construction and maintenance.

This goal will identify and seek a variety of funding mechanisms that would enable construction and maintenance of the various systems.

26.0 Construct major elements of the transportation and mobility system as approved by Council in the Master Transportation Plan.

This goal will result in construction of elements identified in the above objectives.

Endorsed Goal

23.0 Develop public transportation plan.

This goal will focus on developing a phased transit system along with other ways to improve local transportation.

Theme: PLACES AND SPACES

Recreation, Arts and Culture Strategic Initiative

Purpose of this Strategic Initiative

The purpose of this initiative is to ensure residents, visitors and businesses have the opportunity to experience pleasure, relaxation and recreation that occurs from participation in cultural and recreational events. It is the intent of this initiative that it lead to a broader range, both in number and type, of recreational and cultural events, so that 2060 residents would not need to leave the City to have these experiences. Further specific properties, programs and activities will be found in Park and Recreation Master Plans, Library Plans, Tourism Plans and other plans.

2060 Desired Results

- There is a range of arts and cultural opportunities available to residents and visitors.
- There is adequate parkland for both active and passive uses.
- Natural areas have been protected and retained.
- City land uses have been optimized.
- There is a variety of recreation programs consistent with the diverse interests of residents and visitors.
- Recreation programs remain affordable.
- Public facilities and infrastructure are adequate for the demand.
- Residents of the City have opportunities to engage in healthy behaviors.

Priority Goals

33.0 Ensure there is adequate land to meet future recreational, cultural and open space needs.

This goal will be achieved by reviewing the existing land inventory, identifying needed properties and developing funding mechanisms.

34.0 Implement the Parks Plan once adopted.

This goal will be met by developing priorities and identifying funding sources.

36.0 Develop recreation and library program options that respond to growing diversity of resident and visitor interests.

This goal will be met via market research and development of programs responsive to the findings.

Endorsed Goals

35.0 Expand and strengthen Arts and Cultural activities within the City.

This goal will be met by developing a public-private arts and culture plan.

37.0 Encourage and support efforts to build a healthier community.

This goal will be met by providing active recreational programming and participation in health education efforts.

Theme: ECONOMIC PROGRESS

Economic Vitality Strategic Initiative

Purpose of this Initiative

The purpose of this initiative is to diversify the economy of Round Rock in ways that result in a more recession-proof economy, fosters sectors and businesses in the emerging technology sectors likely to create significant growth and wealth over the next ten to twenty-five years, and expands and strengthens existing business clusters. It seeks to maintain and strengthen the City's current strengths in destination retail, sports marketing, computers and supply chain management while expanding the City's presence in life and bio-sciences, entertainment, clean energy and homeland & defense security.

This initiative seeks to enrich and increase five forms of capital. First, it seeks to expand the amount of financial capital available to support economic development. Second, it seeks to develop the intellectual capital required for the knowledge industries of today and tomorrow. Third, it seeks to expand the social capital of networks and relationships that can facilitate growth and lead to new opportunities. Fourth, it seeks to develop the physical capital of facilities and infrastructure that make business growth possible. Fifth, it seeks to both maintain and strengthen the experience and brand/mindspace capital that communicates a distinctive image while providing enjoyable experiences.

2060 Desired Results

- The City's economy will be diverse and reasonably recession proof.
- The City's economy will have a strong presence in the technology drivers of the global economy.
- The City will have a strong and diverse "experience economy" with a range of shopping, entertainment, recreation, and cultural options.
- The City will have a competitive presence in the health care economy.
- There will be a diverse range of educational institutions providing choices for residents while providing a stable talent pool in the City.
- Average wages in the City will be higher than the average wage in the region.
- There will be a strong business development and community development culture that promotes the creation of new businesses in the City.
- The City will be known as a place welcoming and supporting entrepreneurial activities.
- The public (transportation, water) and private (office space, information technology) infrastructure supports and facilitates business development.
- The City is highly successful in retaining and expanding desired businesses.

Highest Priority Goals

15.0 Determine the feasibility and investment required for Round Rock to develop a concentrated and significant presence in the life sciences and related health care fields.

To achieve this goal, the City will conduct a thorough analysis of the field, identify potential niches and develop recruitment and incentive strategies for those targets.

16.0 Develop financial capital needed to support business growth and development, and improve the financial advantages of operating in the City.

To achieve this goal, the City, in partnership with the Chamber of Commerce, will pursue venture capitalists as well as various state and federal funding sources.

17.0 Support the growth and expansion of the business clusters of destination retail, supply chain management, health care, higher education, construction, arts and culture and information technology.

To achieve this goal, the City and Chamber of Commerce will continue their targeted marketing efforts, maintain existing relationships and develop additional incentive programs. "Green" business parks, entertainment districts, destination retail, and distribution centers are some of the specific objectives.

Priority Goals

14.0 Support further development of the clean and renewable energy fields.

To achieve this goal, the City will pursue funding support and develop other incentives.

18.0 Strengthen and enrich the brand identity of the City and expand the tourism marketing effort.

To achieve this goal, the City will seek to expand programs for adults, open additional facilities, incorporate natural areas as tourism opportunities and expand tourism marketing.

19.0 Foster business growth in the City including small businesses and entrepreneurial activities.

To achieve this goal, this City will seek to expand technical assistance to small businesses and develop specialized incentives.

20.0 Build and maintain the facilities needed to make the City attractive to target businesses.

To achieve this objective, this City will seek to facilitate the development of greenfields and transformation of existing facilities to facilities attractive to target businesses. This goal also includes consideration of a conference center and examination of ways to encourage the growth of corporate office space.

Theme: ECONOMIC PROGRESS
Talent and Human Capital Strategic Initiative**Purpose of this Initiative**

The purpose of this initiative is to ensure there is a diverse and talented work pool to meet workforce and community needs. Round Rock must ensure the educational and training infrastructure is in place so the talent needed for the emerging business sectors can be retained and developed. This initiative also includes informing other teams working on the other six strategic initiatives as to features that will need to be developed or issues that need to be addressed in order to develop, attract and retain talent.

2060 Desired Results

- Skilled workforce to meet community needs.
- Environment attractive to Creative, Entrepreneurial, Investor Groups and Workforce.

Highest Priority Goal

41.0 Develop the diverse talent pools needed for targeted industries.

This goal will be achieved by enhancing partnerships with educational institutions, continuance of student employment options and outreach to students.

Priority Goal

38.0 Promote Round Rock as a community that welcomes diversity.

This goal will be met by developing with the Chamber of Commerce a variety of outreach programs, encouragement of foreign language competencies, support of international schools and education about the existing diversity of the community.

Theme: SAFETY AND SECURITY

Public Health and Safety Strategic Initiative

Purpose of this Strategic Initiative

The purpose of this initiative is to ensure residents, visitors and businesses continue to experience and perceive Round Rock as a safe community from law enforcement, fire, emergency medical, clean water and proper waste disposal perspectives.

2060 Desired Results

- Residents, visitors and businesses will continue to experience a high and timely level of safety and security.
- The City remains prepared for, and skilled at, managing disasters and emergencies.
- There will be an adequate, affordable and safe water supply.
- Water will be conserved and efficiently used with long term reductions in peak usage.
- The system for re-use water will be expanded.
- The City will dispose of its wastes in safe and environmentally beneficial ways.

Highest Priority Goals

27.0 Ensure there is an adequate, affordable and safe water supply.

In addition to maintaining current industry practices that achieve this goal, the objectives of this goal will concentrate on supporting conservation practices and increased public awareness of water issues.

30.0 Residents, visitors and businesses continue to experience a high and timely level of public safety and security.

The objectives of this goal include continued emphasis on crime control and prevention, adoption of new technologies to improve services, location of resources in order to improve response times, enhanced neighborhood supports and improvement of fire ratings.

Priority Goals

28.0 Protect public health and protect the environment through proper waste disposal.

The objectives of this goal concentrate on wastewater improvements, expansion of reclaimed water, solid waste improvements and uses of alternative energy.

29.0 Provide for effective management of stormwater.

To achieve this goal, the City will ensure it is in compliance with stormwater regulations and will examine options for funding stormwater treatment.

31.0 Remain prepared to manage disasters and emergencies.

The objectives of this goal include updated emergency planning and examination of options for public safety training facilities.

32.0 Support policies and efforts that will promote public health.

This goal will be achieved via ensuring City policies are consistent with sound public health practices and identification of ways to enhance environmental health.

Theme: HIGH PERFORMANCE GOVERNMENT

High Value Government Strategic Initiative

Purpose of this Strategic Initiative

The purpose of this initiative is to ensure interactions that residents, businesses and visitors have with the City of Round Rock are ones that lead to the feeling of personalized recognition and service; that lead to a high level of confidence in the integrity and professionalism of the organization and that in the end promote a sense of trust in the leadership of the City. This initiative should result in a high level of confidence and trust in City government so voters are willing to make the needed investments for the future of Round Rock.

2060 Desired Results

- Provide exceptional value for the tax dollar.
- Public confidence, satisfaction and trust in City Government.
- Stable public leadership that understands the community.
- Council leadership on key issues.
- Strong civic leadership.

Highest Priority Goals

8.0 Maintain and enhance public confidence, satisfaction and trust in City Government.

This goal would be achieved by increasing public understanding of government operations, maintaining citizen involvement, maintaining a strong financial position, regular citizen surveys and maintaining high levels of service and customer responsiveness.

9.0 Ensure plans, policies and procedures are consistent with the vision, intent and goals of the Strategic Plan.

This goal will be achieved by ongoing review of policies and procedures, continued collaboration with key stakeholders and review of all plans against the Strategic Plan.

Priority Goals

10.0 Enhance internal communication.

This goal will be achieved by ongoing communication about strategic direction and priorities, statements and training on organizational expectations and standards and regular mechanisms for staff feedback.

39.0 Increase City of Round Rock's capability to hire and retain talent.

This goal will focus on competitive salary and benefits, improved hiring and professional development and enhanced linkages with schools and colleges.

40.0 Optimize the talent of City of Round Rock employees.

This goal will be achieved by developing systems to better use the knowledge and skills of employees and the promotion of individual development plans.

11.0 Maintain and enhance efforts to align and partner with key groups that bring value to the City.

This goal will be obtained by identifying key partnerships, active participation in those partnerships and assumption of leadership roles where appropriate.

13.0 Continue and enhance sound business and financial practices and tools.

This goal will be achieved by developing a ROI model to test all strategic initiatives, by maintaining current practices and developing additional analytical and management tools that improve the effectiveness and efficiency of City practices and operations.

Executing the Strategic Plan

Executing the plan: The High Performance Organization

The intent of a strategic plan is to produce those results identified by the vision component of the plan. To achieve these results, strategies must be effectively executed and adapted over time. Effective execution of strategy requires the productive delivery of quality products and services. High performance as an organization is an ongoing effort to achieve both the desired level of quality and the evermore productive use of resources to produce that quality. While high performance is an ongoing effort and goal, there are elements which must be in place for that effort to succeed. These elements include:

- A sense of organizational purpose and direction as provided by the strategic plan;
- A set of organizational values consistent with the intent of high performance;
- An organizational culture which supports the practice of high performance;
- Systems which provide the information and tools through which high performance is achieved.

Based on several years of work, the City of Round Rock has the first three of these in place (as will be discussed below). The intent of phase two of the strategic planning process is to develop or refine those systems which promote high performance.

Element One: Strategic Plan

The first section of this document provides the Strategic Plan as developed over the last year by the Council and staff of the City. This plan sets out 39 goals. A separate strategic business plan lists specific objectives under those goals.

Element Two: Organizational Values and Leadership Philosophy

The City developed and adopted an organizational values and leadership philosophy statement which identifies the following values as the fundamental principles upon which the City will operate. This document is organized into two components: a description of “how we work” and a description of “how we lead.”

Values & Leadership Philosophy

How We Work

Integrity

We do what’s right. We’re trustworthy and responsible for our actions.

Respect

We respect our jobs, each other and the community we serve.

Compassion and Support

We support each other, especially in times of need, and are considerate of our personal lives.

Resourcefulness

Everyone is encouraged to be creative and share new ideas. Our learning is never done.

Teamwork

We are at our best when we work together toward a common vision.

Service Excellence

We are committed to the positive, professional delivery of quality services. We take pride in what we do.

How We Lead

We are a team-minded organization made up of dedicated individuals who are creative, trustworthy, motivated, effective and committed to excellence. We identify and act on problems and opportunities responsibly.

We excel when given the opportunity for self development, when given challenging and interesting work, when recognized for our achievements and contributions, and when empowered to use our talents and skills.

Knowledge and creativity are widely distributed throughout our organization. Because those closest to a function often know best how to direct and improve it, consultation is necessary to make the best decisions.

Our best work is accomplished by individuals collaborating as a team. We communicate effectively, treat each other with respect and share leadership responsibilities. Everyone is expected to contribute to our organization's success.

Our values of Integrity, Respect, Compassion and Support, Resourcefulness, Teamwork and Service Excellence hold us accountable to each other and our community.

Organizational Culture

Element Three: Organizational Culture

As part of the strategic planning process, an analysis was conducted of the organizational culture to determine readiness to enact the Strategic Plan. This analysis contained both qualitative and quantitative components. Its conclusions are summarized below.

The organization's readiness to implement the final strategic plan will depend upon four variables. The first is a shared and common understanding of the strategic direction so that the resources of the organization can be appropriately targeted to execution. The second is the presence of the required competencies among the staff of the organization. The third is the presence of systems, processes and tools that facilitate work on the plan. The last is the presence of the resources needed to complete the plan.

To assess the organization's readiness to implement this plan, a variety of activities have occurred including focus groups, interviews, document review and a staff survey. These assessments sought to answer the following questions:

Do employees clearly understand the strategic direction, their responsibilities and who their customers are?

The ability of an organization to implement a strategic plan depends in part on its ability to clearly communicate direction, responsibilities and the customers one needs to support. Given the assumption that the best predictor of future behavior is past behavior, this type of question seeks to understand how well the organization currently communicates direction, responsibilities and customer identification.

Is there a culture of teamwork in the organization?

The Strategic Plan will require extensive internal teamwork since many of the key issues cross departmental lines.

Is the organization's behavior in align with its stated values?

If the organization's behavior is incongruent with its stated values, statements about future direction are likely to be met with skepticism and subtle resistance.

Do staff have the tools they need to accomplish their assignments?

No plan can succeed if the staff does not have the tools to do the job.

Findings

Understanding of Direction, Responsibilities and Customers

This element tested job clarity and expectations and customer knowledge. Qualitative feedback from interviews, focus groups and other discussions indicate that there is a high level of job clarity and customer understanding. The quantitative data corresponds to the qualitative feedback. The average score on clarity of work unit success was 3.86, job clarity was 4.14, the understanding of who depends on a person's work product was 4.34, ability to identify customers was 4.14, and understanding of customer needs was 4.23 (all on a five-point scale strongly disagree to strongly agree).

Teamwork

Qualitative sources indicate a high level of teamwork. Specific quantitative measures of teamwork support this conclusion. Colleagues are seen as helpful (4.27), feedback is provided (3.58 and 3.61), staff members believe their colleagues listen to them (3.97), communication is both encouraged and practiced (3.51 and 3.71), and forums are provided through which employees feel comfortable sharing their views (3.87). Finally, staff believe that information is widely shared and available (3.26).

Value – Practice Alignment

The interviews, focus groups and other discussions indicated a high degree of alignment between the stated values of the City and its practices. Quantitative data indicates that staff see the values in practice with average scores ranging from 3.73 to 4.22. Interestingly, the 4.22 score was on the value of service, which staff reported as the greatest strength of the organization.

Tools

Quantitative survey data indicate that staff believe they have the tools to do their work (average score – 3.85). In qualitative data collection staff also generally reported that tools were available. There were comments about having better IT tools, primarily from the perspective of having state-of-the-art tools that would make it easier to attract the most qualified employees.

General Conclusion on Organizational Readiness

It is clear from an attitudinal and willingness perspective the staff of the City are fully ready to implement the Strategic Plan. As is normal, there are questions as to whether the City will have the resources to implement the plan and whether there be an enduring commitment to the plan. These are normal questions and concerns and in reality represent a healthy questioning on part of staff. These questions in no way represent resistance but rather a concern.

Seven Systems

Element Four: Seven Systems

To be able to execute and manage the Strategic Plan in a high performance context (which requires a commitment to ongoing improvement), the City needs to develop or refine six systems. This section describes those systems and how they relate to the prior elements of high performance.

The City of Round Rock has taken several steps toward building the high performance organization. It has developed the intellectual platform to understand the concepts and principles of high performance through a variety of training investments. It has articulated values and formed an organizational culture that is consistent with and supportive of high performance. It has developed a community vision and organizational focus via the Strategic Plan. These actions comprise the fundamental building blocks for a high performance organization.

The next step is to build those systems which allow the City of Round Rock to execute those principles, values and vision/focus and sustain that execution (across time, personnel changes, governing body changes, community changes of expectation or demand and environmental changes) at a high level of performance. There are seven systems that need to be refined to achieve this end. These are:

- Strategy Execution System
- Key Process Management System
- Analytics System
- Individual Performance Alignment System; Revisions of Performance Appraisal System to Reflect Strategic Plan Line of Sight
- Integrated Strategy, Process and Operational Management System
- Integrated Budgeting and Financial Planning System for Strategy, Process and Operational Performance
- Information Management Systems

These systems are premised on the proposition that the failure to sustain high performance emerges from four fundamental failures. By developing systems to prevent these failures, as well as maintaining the values and culture which expect high performance, sustained high performance can be achieved. These failures are:

- Failure to anticipate. This is the failure to see a problem emerging in time to formulate an adequate response;
- Failure to accurately define. In this case the problem is recognized, but misunderstood to the point where responses are ineffective;
- Failure to act. This is the situation where even though the problem is understood (by at least part of the organization), action cannot be mobilized either because others don't recognize the problem, there is no shared understanding of the problem or there are counter-veiling forces which make it difficult to act;
- Ineffective action. In this case the attempted solution fails or only partially succeeds. This may be due to an inadequate definition, a less-than-full commitment on the part of some of the actors, a solution not sufficiently complex to address the full complexities of the problem or external events which changed the problem in some way and made the solution less viable.

Each of the proposed systems is designed to address one or more of the fundamental failures.

The Strategy Execution System

Fundamental failure this system is designed to prevent: Failure to act

This system consists of four primary components:

- A process by which action plans for strategic goals are formulated based on the strategic and business plans;
- A process for review and adoption of action plans which builds broad understanding and commitment by the leadership team;
- A process for managing the action plans;
- A process for adapting and re-prioritizing work within the action plans.

The Key Process Management System

Fundamental failure this system is designed to prevent: Ineffective action

This system consists of the following components:

- Determination of key processes required for achievement of ongoing high performance status and strategic plan execution (as identified in the Department Head workshop, by Plante-Moran, during Action Planning or other sources);
- Maps of those key processes (building if and as needed on the work of Plante-Moran);
- Mechanism to establish process performance standards (time, error rates, professional benchmarks);
- Development of indicators to assess process performance (quality and quantity);
- Identification of process owner;
- Methodology for costing processes;
- Mechanism for coordination and oversight of process owners;
- Mechanism to report on status of processes, resolve issues or problems and provide direction to process owners.

Analytics System

Fundamental failure this system is designed to prevent: Failure to anticipate; Failure to adequately define

This system will consist of the following components:

- Strategic goal metrics as developed in the action plan;
- Key process measures as developed in the key process management system;
- Critical operational performance measures as identified during the final site visit of the current contract;
- Customer service data;
- Fiscal performance data;
- Community trend data (including appropriate macro-data with localized interpretation);
- Professional field data.

Individual Performance Alignment System: Revisions of Performance Appraisal System to Reflect Strategic Plan Line of Sight

Fundamental failure this system is designed to prevent: Ineffective action

The system will consist of the following components:

- Mechanism for identifying employee contributions to strategic goals, key process improvements and/or repeated unit functions;
- Mechanism for identifying those services experiences the employee is expected to contribute;
- Mechanism to identify those practices the employee is expected to engage in based on the organization's values;
- Mechanism for the employee to establish their own goals and objectives;
- Mechanisms through which the employee receives feedback;
- Mechanisms for self-assessment.

Integrated Strategy, Process and Operational Management System

Fundamental failure this system is designed to prevent: All four fundamental failures

The intent of this system is to develop both a model and the practical tools through which strategy, process and operations can be managed at the executive level in a collaborative manner. This system is intended to provide:

- The “space” (in terms of thinking time) that enables anticipatory problem solving and accurate problem definition;
- The discussion and deliberation needed to develop consensus and ownership of proposed solutions including critiques so that better solutions can be built;
- The analysis of metrics so that data-based performance assessment and decision-making can be practiced;
- The opportunity to evaluate strategies in terms of their effectiveness and develop modifications where needed;
- The opportunity to examine organizational issues from a process perspective and contribute direction as to process improvements;
- The opportunity to examine operational issues from process and system perspectives, from a strategic direction perspective and a values and culture perspective;
- A mechanism by which differing perspectives are legitimated and questions of value can be raised.

Integrated Budgeting and Financial Planning System for Strategy, Process and Operational Performance

Fundamental failure this system is designed to prevent: Ineffective action (due to inadequate resources)

This system is intended to ensure appropriate and adequate financial resources are allocated to the operational requirements, key process and strategic goals and that the priorities and focus of the City are reflected in the resource allocation process. It is also intended to offer an alternative process for resource prioritization that is driven more by the desired results than by departmental structures, i.e. Would public safety be better enhanced by an investment in adolescent recreation than a traditional law enforcement investment?

The Information Management Systems

Fundamental Failure these systems are designed to prevent: All four fundamental failures

All of the City's work, including the above systems, requires accurate and timely information. One way to understand the practice of leadership and management is to view it as decision work. Decisions can only be as good as the information they are based upon. These systems will build or enhance the various information management systems of the City so that they can provide a level and quality of information consistent with the intent of high performance.

Conclusion

This document, in its entirety, provides a pathway to Round Rock's future as a City, as a desirable and preferred community, and as a city government that can meet the demands, challenges and opportunities the future will bring. It does not attempt to predict the future, but rather to describe a preferred future and the mechanisms by which that future can be created. It is well understood by all that the future will bring challenges and opportunities unforeseen and unforeseeable at this point in time. As such, the document and the processes underlying it are intended to be dynamic, developing the capabilities to adapt and respond over time. The success of this plan is not dependent on whether specific actions occur as envisioned at this point, but rather on three points:

1. Whether the vision, as adapted over time, is achieved;
2. Whether the City has desirable places and spaces, economic vitality, safety and security and a high performance government;
3. Whether the values, as refined and enriched over time, are practiced.

This document represents a set of choices made by the City's leadership at this point in time. It is the task of future leaders to understand these choices, re-visit and refine them as needed, and enact new or modified strategies so that the City continues to move toward a preferred future.

